




Virginia Department of Human Resource Management (DHRM)



Roadmap to Success
2020

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- Office of Information Technology, Antonio Villafaña, Chief Information Officer

Director Overview

- Organization of state government
- DHRM in Code of Virginia
- Duties of the Department
 - Vision
 - Mission
 - Values
 - Strategic Priorities

Key Drivers of DHRM's Work

- Governor/General Assembly
- Stakeholders – Customers
- Executive Branch Agencies

DHRM Organization Structure

➔ DHRM Org Chart

Director's Comments

- Remember people are our business.
- Keep the customer in focus.
- Listen to many before forming an opinion.
- Use data to inform others and drive or support decisions.
- Challenge the status quo.
- Be innovative and creative.

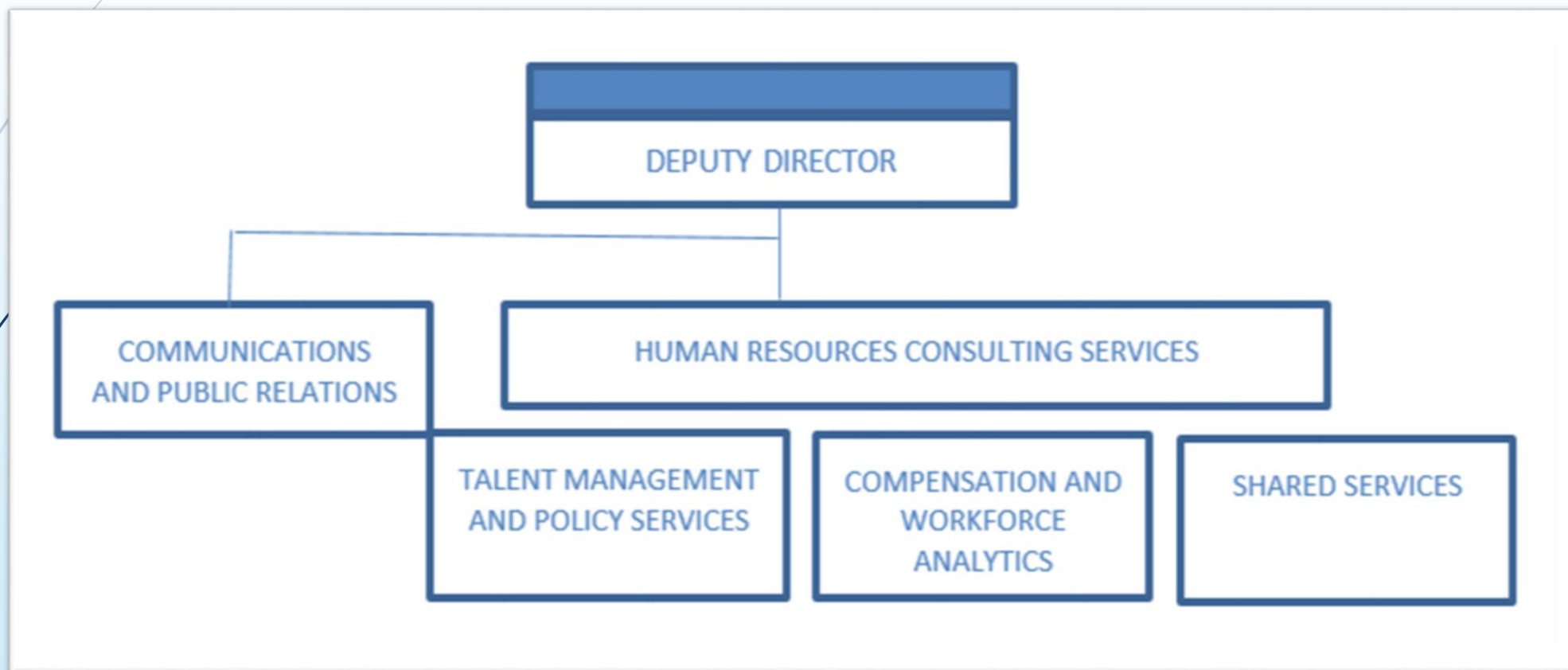
Director's Comments

- Value differences (culture and perspectives) and model the way (lead by example).
- Results matter but how you get there matters too.
- Mistakes will happen. Learn from them and don't repeat. Be resilient.
- Have courage. Speak up. You have a voice and say.
- We are ONE team. Learn and live the values.

Deputy Director's Comments

- Welcome to the DHRM Team!
- Each DHRM Team Member has the unique opportunity to improve the work life experience of thousands of state employees, and to contribute to the quality of services we provide to our many stakeholders.
- We value creativity, collaboration, teamwork, and a desire to make a difference. I look forward to working with you!

Who We Are



Scope of Deputy Director's Role

The Deputy Director provides leadership to:

- Office of Human Resources Consulting Services (HRCS)
- Office of Communications & Public Relations
- Serves as backup to the Agency Director over all agency matters

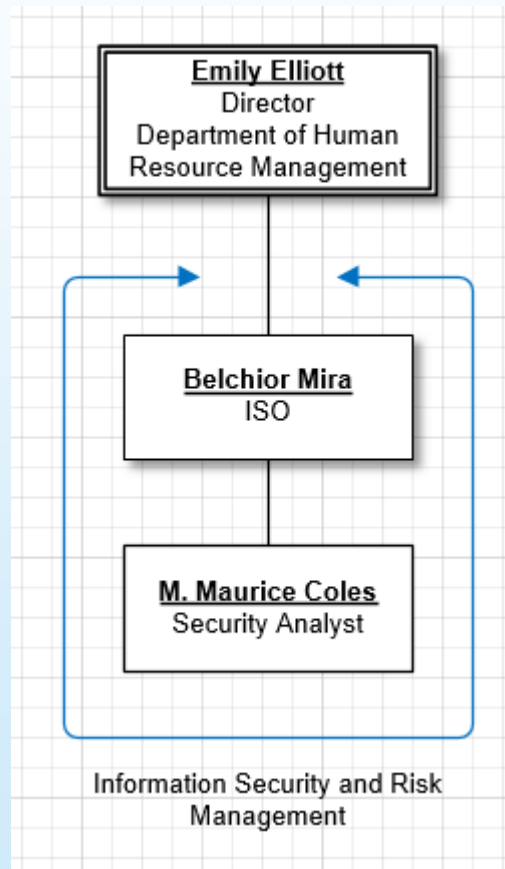


Virginia Department of Human Resource Management (DHRM)

Information Security & Risk Management (ISRM)

Updated 6/8/2020

Who We Are ~ Information Security & Risk Management (ISRM)



Information Security & Risk Management (ISRM)



Information Security Officer

- The Information Security Officer (ISO) is responsible to the Agency Head for policy and oversight of the DHRM information security program.
- The ISO provides information security governance to DHRM through policy guidance, standards, procedures and processes that protect the confidentiality, integrity and availability of the information and systems maintained at the agency.
- The ISO receives policy and program guidance from the Virginia Information Technologies Agency (VITA).
- The DHRM ISO is also the DHRM Emergency Management Coordinator (EMC) responsible for developing and maintain plans that outline the actions to be undertaken by DHRM facilities occupants during emergency situations, severe weather scenarios, and all related preparedness drills.

Information Security & Risk Management (ISRM)



Information Security Officer

- ▶ ISO core responsibilities include: developing and managing the agency IT security program; developing and maintaining an IT security awareness and training program; implementing and maintaining the appropriate balance of protective, detective and corrective controls for agency IT systems.
- ▶ EMC core responsibilities include: annual creation and update of the DHRM's continuity of operations plan (COOP) to conform to the most recent template produced by VDEM; maintenance of a current roster of DHRM personnel required to implement the continuity of operations plan; conduct of an annual test or exercise of the continuity of operations plan that includes alert, notification, and activation procedures for key personnel.

What We Do ~ Information Security & Risk Management (ISRM)



- Provide services and expertise across the Agency to implement and maintain the Information Security Program;
- Establish and promulgate IT security policies, procedures, controls, and guidelines;
- Detect security incidents, responds appropriately and safeguards information systems from exceeding risks.
- Maintain the Continuity of Operations Plan to comply with Executive Order 41 (2019)

Who We Serve ~ Information Security & Risk Management (ISRM)



- State agencies, localities and their employees who use DHRM's systems
- DHRM Offices:
 - Communications & Public Relations
 - Human Resources Consulting Services
 - Contracts and Finance
 - Employment Dispute Resolution
 - Health Benefits Services
 - Workers' Compensation
 - Workforce Engagement

Hot Topics/Initiatives ~ Information Security & Risk Management (ISRM)



- Developing an Information Security Program to maturity for DHRM
- Providing additional security guidance to DHRM staff, and bolstering security efforts and procedures through a wide variety of communications
- Ongoing interactions with Commonwealth Security to further strengthen the security posture of DHRM
- Participation on the Commonwealth Information Security Officers Advisory Group (ISOAG) meetings
- Maintaining Commonwealth of Virginia ISO Certification

Measures of Success ~ Information Security & Risk Management (ISRM)



- Reduction in security audit findings
- Reduction in system vulnerabilities and risks
- Improvement in security culture among DHRM personnel

Cross Collaborations ~ Information Security & Risk Management (ISRM)



- ▶ Information Security does not operate in isolation. It applies to everyone.
- ▶ Collaboration between the ISO and Commonwealth Security
- ▶ Collaboration between ISO and DHRM stakeholders
- ▶ Engagement with Agency staff is required to conduct Business Impact Analysis (BIA), Risk Assessments (RA), Continuity Plan Readiness Exercises (CPRE) and other actions

Questions?

Communications & Public Relations

The Office of Communications & Public Relations develops and provides a comprehensive statewide communication and public relations strategy and plan for DHRM communications with state agencies, employees, the Governor's Office, State Legislature, the media, and the public.

Who We Are – Communications & Public Relations



Anne Waring serves as our Communications and Public Relations Manager.

What We Do – Communications & Public Relations



- Central DHRM Communications Strategy and Mass Distribution
- Communication and Legislative Mandates Master Calendars
- Coordination of Freedom of Information Requests
- Agency Reputation Management and transparency
- DHRM Press Releases
- Press and Media Inquiries
- Communications Support for Governor's Office
- Social Media Plan
- Statewide Listserv Management
- Records Management

Who We Serve – Communications & Public Relations

- Governor of Virginia
- Governor's Cabinet
- State Employees
- Human Resources Community
- Press and Media
- Citizens/Taxpayers
- General Assembly

Hot Topics/Initiatives – Communications & Public Relations



- Communications Branding
- Communication Protocol
- Social Media Expansion
- Improved Communications Distribution Platform
- Support promotional communication efforts for Employee Engagement Events
- Collaboration with external Public Relations Partners

Measures of Success – Communications & Public Relations



- Engaging, well-written, coordinated communications
- Audience Impact
- Diversity of Communication Channels
- FOIA Expertise
- Press/Media Relations
- Internal and External Collaboration

Cross Collaborations – Communications & Public Relations



- ▶ The scope of Communications and Public Relations impacts all other DHRM Office Areas, the Governor's Office, and our workforce.
- ▶ Daily collaboration with internal and external colleagues is essential to providing seamless services to our customer base.
- ▶ Our primary external partners are agency human resource professionals, employees, and the Governor's Office.

Questions?

HUMAN RESOURCES CONSULTING SERVICES

- The Office of Human Resources Consulting Services (HRCS) develops, enhances, and maintains a comprehensive statewide suite of programs focused on three service areas:
 - Talent Management and Policy Services
 - Compensation and Workforce Analytics
 - Shared Services
- These service areas collaborate to support the Commonwealth's goal of attracting, retaining, and motivating a highly qualified workforce.

Who We Are ~ HRCS



HUMAN RESOURCES CONSULTING SERVICES		
<u>SHARED SERVICES</u>	<u>TALENT MANAGEMENT AND POLICY</u>	<u>COMPENSATION & WORKFORCE ANALYTICS</u>
<u>PAT WALLER, MANAGER</u>	<u>NATALIE BRANNON, DIRECTOR</u>	<u>ALEX MORGAN, DIRECTOR</u>
<ul style="list-style-type: none"> • <i>HR Client Managers</i> Marjorie McGregor Derek Mountford Debbie Wyatt-Smith Taris Harmon • <i>Benefits & Operations</i> Janice Coles Vicki Price Sharon Williams Keisha Dabney • <i>Employment</i> Terri Hughes • <i>Classification & Compensation</i> Larry Harizanoff • <i>Virginia Management</i> <i>Fellows Program</i> 	<p>POLICY & LEGISLATION</p> <p>DIANE ANDERSON</p> <ul style="list-style-type: none"> • DEBBIE RIGDON • VACANCY <p><i>Policy Development</i></p> <p><i>Legislative Liaison</i></p> <p><i>Policy Administration</i></p> <p><i>Compliance & QA</i></p> <p>TALENT MANAGEMENT</p> <p>DEANNA GOLDSTEIN</p> <p>SUMI LANNEAU</p> <p>ALLEN BLAIR</p>	<ul style="list-style-type: none"> • SANTANA AVALOS • NANCY TOBIN • JO ANN STAMPER • BILL BREED • ANNE TEWELL <p><i>Compensation</i></p> <p><i>Classification</i></p> <p><i>Salary Administration</i></p> <p><i>HR Systems</i></p> <p><i>Workforce Data</i></p> <p><i>State Comp Workgroup</i></p>

What We Do ~ HRCS



- ▶ The Office of Human Resources Consulting Services develops and leads a comprehensive suite of statewide human resource programs:
 - Shared Services (Fee for Service)
 - Full-scope HR Services to 16 State Agencies
 - Talent Management and Policy Services
 - Employment
 - State Policy Development and Administration
 - Workforce and Succession Planning
 - Outreach to under-represented groups
 - Coaching
 - Legislative Liaison
 - Compensation Management and Workforce Analytics
 - Compensation, Classification, Salary Administration
 - HR Systems Stewardship
 - Workforce Analytics

Who We Serve ~ HRCS

- Governor of Virginia
- Governor's Cabinet
- State Agency Leaders
- State Employees
- Prospective Employees
- Human Resources Community
- State Legislature
- Legislative Staff
- Citizens/Taxpayers

Hot Topics/Initiatives ~ HRCS



- ▶ Office restructured July 2019 to Focus Team on Core Services and to Leverage Talent for greatest ROI
 - Workforce Planning
 - Employment and Talent Outreach
 - Policy Modernization
 - Improved State Compensation Methodology
 - Expansion of SAS VA (Workforce Analytics) Platform
 - Cardinal HCM Project (HRIS Replacement)
 - Expansion of Shared Services
 - Integration of Services across DHRM

Measures of Success ~ HRCS



- ▶ Customer Service Ratings: 90% Rating of “Good” or Better
- ▶ Improved Employee Experience
- ▶ Compensation Methodology and Policies that reflect Labor Market and support Pay Equity
- ▶ Meaningful and Actionable Statewide Workforce/Succession Plans
- ▶ Establishment of new Talent Pipelines for Critical Roles and Under-Represented Groups
- ▶ Improved technology platforms and tools for Employment and HRIS
- ▶ Engaged Inter-Agency Action Teams
- ▶ Simplified, modern policies that support the Commonwealth’s lines of business and employees
- ▶ Economies of Scale through expansion of Shared Services

Cross Collaborations ~ HRCS



- The scope of HRCS programs and services is broad, representing the majority of core human resource programs that serve the HR community, our state employees, and prospective employees.
- For that reason, our actions impact all other DHRM Office Areas. Daily collaboration with internal colleagues is essential to providing seamless services to our customer base.
- Our primary external partners are agency human resource professionals, employees, and the Governor's Office.
- Because DHRM is a central government agency, we collaborate regularly with the Department of Accounts, the Virginia Information Technology Agency, the Department of General Services, the Department of Planning and Budget, the Virginia Retirement System, and Virginia Legislative staff.

Questions?

Office of Contracts & Finance

- The Office of Contracts and Finance is the agency's consultant for contracting, purchasing, accounting and budgeting.
- OCF's mission is to assist its internal customers at DHRM in procurement of contracts and purchasing that will allow each area to operate in its most effective and efficient manner.
- OCF's mission is also to ensure financial data of the agency is accurate and reported in a timely manner while adhering to budgeting and accounting guidelines set forth by the Department of Accounts and the Department of Planning and Budget.

Who We Are ~ OCF



- Vacant, Director
 - Todd Hopkins, Buyer
 - Renee Garnett, Buyer
 - Jian Martin, Fiscal Officer
 - Nga Huynh, Financial Analyst
 - Deborah Coleman, Senior Accountant
 - Deborah Jones, Senior Accountant
 - Alexis Wright, Fiscal Technician

What We Do ~ OCF



- ▶ Purchasing and Contract Administration for DHRM. Ensuring that all purchases of goods and services align with the Commonwealth's procurement laws.
- ▶ Process all accounting transactions associated with the day to day operations of DHRM (Purchases, deposits, voucher payments, accounting transactions, travel, Facilities Management).
- ▶ Prepare all financial reporting required by Dept. of Accounts (DOA) and The Auditor of Public Accounts (APA). Ensure all financial statements contain accurate data to be presented in the CAFR.
- ▶ Ensure that DHRM is operating within its budgeting constraints, serving as the liason between DHRM and Dept. of Planning and Budget (DPB).

Who We Serve ~ OCF

- The Office of Contracts and Finance key customers include:
 - The Various departments within DHRM, providing purchasing, accounting and budgeting guidance to each area.
 - Other state agencies who depend on DHRM for the issuance of the GASB 75 reporting.
<http://www.dhrm.virginia.gov/contracts-and-finance>
 - Other customers include vendors that are paid for invoices submitted to DHRM for goods and services and Vendors with whom there are contracts with DHRM to provide services internally and to the employees of the Commonwealth (Health Care and Workers' Compensation).

Hot Topics/Initiatives ~ OCF



- Budget development for 2021~2022
- Efficiency regarding the roll out of GASB 75 for FY 2020
- Development of Agency~Wide Internal Control Procedures
- Agency Risk Management and Internal Controls (ARMICS)

Measures of Success ~ OCF



- OCF strives to meet the needs of its internal and external customers by:
 - Ensure that all purchases meet the requirements of Commonwealth laws while providing its internal customers with the best products available at a reasonable price.
 - Ensure that all accounting transactions enter the system in a timely and accurate manner and any corrections needed will also be made in a timely and accurate manner.
 - Ensure that Agency spending remains within budget guidelines.
 - Ensure DHRM meets the Small Business Participation requirement of 42% (DHRM's current rate is 85%).

Cross Collaborations ~ OCF



- OCF is essential to the other office areas of DHRM. In order to acquire the necessary goods and services to function as an organization, OCF ensures that the office areas' needs are being met. OCF also ensures that accounting transactions are disbursed accurately to the program areas of the office so that accounting can truly reflect agency spending which reflects true budgeting outcomes.
- OCF also works closely with OHB ensuring that accounting transactions for the state employee health benefits plans are being accounted for.

Questions?

Office of Health Benefits

- OHB's services are established by the Code of Virginia.
- OHB administers health benefits programs for most state agencies; some local governments and school divisions; and also for individuals eligible for benefits under the Line of Duty Act (LODA).
- OHB recognizes that employee benefits are important tools for attracting and retaining highly skilled employees, and strives to offer excellent benefits at reasonable costs.

Who We Are ~ OHB



Gary Johnston Director

Assoc. Dir. Policy

Freddy Oliver

Program Manager CDHP

Todd Taylor

Program Manager PPO-HDHP

Barb Owens

Program Manager TLC

Ann Wohl

Program Manager State Retirees

Trimelle Proctor

Program Manager LODA

Sheryl Thomas

Program Manager FSA, Dental

Kevin Johnson

Sr. Specialist State Retirees

Peggy McNeely

Sr. Specialist TLC

Michelle Rozzell

Sr. Specialist LODA

Angela Burrell

Assoc. Dir. Systems

Karen Jones

Business Analyst

Dan Farrell

Business Analyst

Cheryl Gibson

Business Analyst

Lauri Shattuck

Data Entry Specialist

Deborah Winston

Data Entry Specialist

Linda Boykin

Assoc. Dir. Emp. Serv., Ombudsman

Sharon Finn

Appeals Examiner

Kisha Houston

Sr. Specialist

Open

Sr. Specialist

Dana Hollins

Sr. Specialist

Barbara Haynes

Sr. Specialist

Ruth Nichols

Specialist

Jane Jenkins

Specialist

Parmilla Bhalerao

Admin Assistant

Kerri Knight

Sr. Specialist

Brian Warner

What We Do ~ OHB



- Administer the following Health Programs for state employees and retiree group participants:
 - State Employee Health Benefits Program
 - State Retiree Health Benefits Program
 - The Local Choice (TLC) Health Benefits Program—an optional program for localities and local school divisions
 - Line of Duty Act (LODA) Health Benefits Program—a program for eligible family members of eligible employees and volunteers killed in the line of duty and to those eligible employees and volunteers disabled in the line of duty and their eligible family members
- Administer the Flexible Spending Account (FSA) benefit for state employees—this benefit allows employees to set aside money from their paychecks, before taxes, to use on qualified health care and dependent care expenses
- Administer the Capitol Square Health Care Clinic (CSHCC) in the James Monroe Building for state employees and retirees
- Comply with Affordable Care Act (ACA) reporting requirements for the state employee and TLC Health Benefits Programs

Who We Serve ~ OHB

- ▶ State Employees and Retirees
- ▶ Local Governments and School Divisions' Employees and Retirees for TLC and LODA
- ▶ State Agencies
- ▶ Local Governments and School Divisions for TLC and LODA
- ▶ Governor's Office
- ▶ General Assembly
- ▶ Virginia Citizens

Hot Topics/Initiatives ~ OHB



- ▶ Work with third party administrators to ensure performance in line with new contracts in order to maintain excellent benefits at reasonable costs
- ▶ Develop a plan to tweak the State Employee Health Program's wellness benefits
- ▶ Expand SmartShopper (incentive program to encourage employees to shop for high value services at lower costs) utilization
- ▶ Continue to work with Cardinal team for transition from Benefits Eligibility System (BES) to Cardinal as the eligibility system of record for the health plans
- ▶ Continue a smooth leadership transition within OHB
- ▶ OHB participated in and contributed to the balance billing study led by the Secretariat of Health and Human Resources

Measures of Success ~ OHB



- ▶ OHB's primary goal is to offer excellent benefits at reasonable costs. Achieving this goal means that health benefits are a powerful tool to attract and retain quality employees
- ▶ The programs will be evaluated each year to determine the extent to which health care costs change and the reasons for any change
- ▶ Wellness programs will be tracked to determine whether they result in healthier employees and relatively lower overall costs
- ▶ SmartShopper utilization and associated cost savings will be tracked

Cross Collaborations ~ OHB



- ▶ OHB works closely with the following office areas:
 - OCF to manage the budget, current contracts with third party administrators, and periodically to post and review RFPs and award new contracts
 - ITech to manage BES, and for assistance with other key initiatives, such as managing premium rewards and ACA reporting
 - CommonHealth to align efforts to improve employee health
 - Office of Workforce Engagement for wellness
 - Office of Communications & Public Relations

Cross Collaborations ~ OHB



- External partners key to OHB's success include:
 - Third party administrators of self-insured plans (Aetna, Anthem/IngenioRx, Delta Dental, Payflex)
 - Fully-insured plan administrators (Kaiser Permanente, Optima Health)
 - Aon (health program's actuary and consultant)
 - TLC groups
 - State agencies
 - Other localities with LODA participants
 - VCU Health Systems (CSHCC administrator)
 - Sapphire Digital (SmartShopper)

Questions?

Office of Employment Dispute Resolution

- ▶ EDR's services are established by the Code of Virginia
- ▶ EDR's mission is to help employees and management resolve work-related conflict at the earliest opportunity – in general, just about any employee relations matter is something potentially within EDR's work
- ▶ EDR is impartial and provides services without bias toward employees or agencies

Who We Are ~ EDR



- Chris Grab, EDR Director
- Amanda Monaco, Director of Workplace Conflict
- Patrick King, Hearings Program Director
- Rebecca Lightle, EDR Consultant
- Cory Stufflebeem, Workplace Conflict Specialist
- Carl Schmidt, Hearing Officer
- Arian Fisher, Paralegal

What We Do ~ EDR



- Grievance Procedure and Grievance Hearings
- Workplace Conflict Consultation Program
 - Mediation
 - Conflict Management Coaching
 - Consultations
- AdviceLine – (888) 232-3842 (toll-free number for employees, managers, human resource professionals and everyone in between to call with questions)
- Training – EDR provides training on grievance-related topics and skill-building sessions on workplace conflict management skills

Who We Serve ~ EDR

- All Executive branch state agencies and employees
- For the grievance procedure, there are certain employees not covered such as:
 - Probationary employees
 - Wage employees
 - Faculty (teaching and administrative/professional) of state colleges and universities
 - Other exempted entities (such as independent agencies)

Hot Topics/Initiatives ~ EDR



- ▶ Workplace Conflict Consultation Program – Evaluating the adoption of new and/or modification of existing services to better serve agencies' and their employees' needs
- ▶ Promotional efforts – Ensure that all agency employees are aware of the EDR services available
- ▶ Grievance procedure updates – Considering tweaks to the grievance procedure and associated policy manuals

Measures of Success ~ EDR



- Customer satisfaction ratings based on responses to surveys completed by participants in EDR trainings, mediations, coaching, and consultations.
 - Yearly overall customer satisfaction rates range between 98 and 100 percent.
- Turnaround time on grievance matters
 - For example, we have an internal goal to turn grievance rulings around within 30-50 calendar days, depending on the type of ruling.
 - EDR's overall yearly average turnaround for grievance rulings varies year to year but is generally around 20 days.

Cross Collaborations ~ EDR



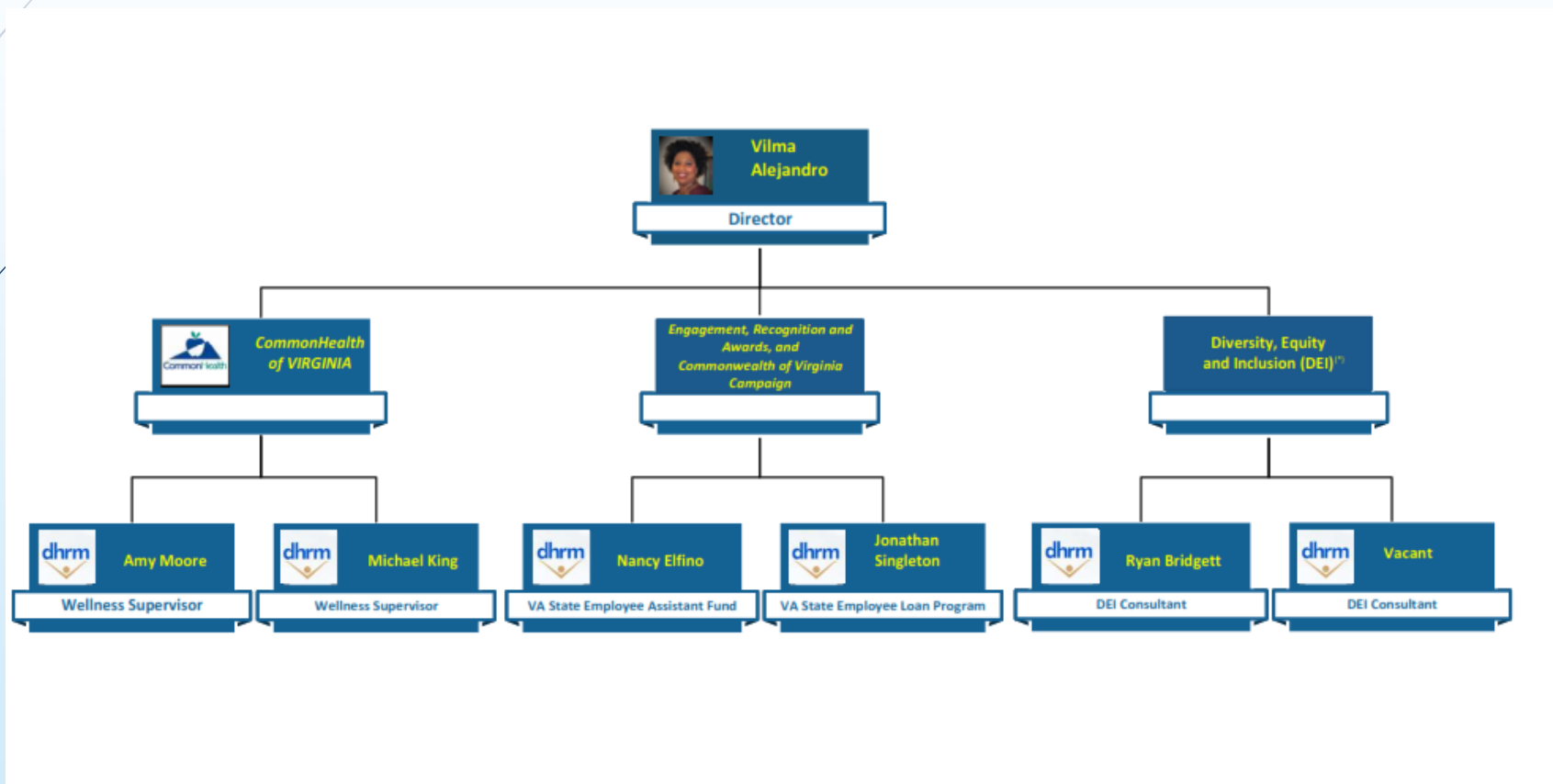
- Within DHRM, EDR works primarily with Human Resources Consulting Services, most frequently with the Policy team
- External partners
 - State agency human resources and employee relations offices, including mediation coordinators
 - Volunteer mediators
 - Private sector hearing officers and the Office of the Executive Secretary at the Supreme Court of Virginia
 - Leadership Development Institute at Eckerd College (provider of conflict dynamics profile used in EDR's workplace conflict consultation services)

Questions?

Office of Workforce Engagement

- ▶ The responsibility of the O.W.E is to create, customize, implement and deliver cost effective wellness, equal employment opportunity programs, diversity and inclusion programs, financial and engagement programs. O.W.E provides expert advice on health, wellness, and engagement strategies and Employee Programs administrative and technical services—all, with the end goal of supporting and advancing organizational success.
- ▶ To ensure that the Commonwealth of Virginia become an “employer of choice” we must use diversity and inclusion as the building blocks to create a culture of collaboration and trust where our employees feel valued and empowered to contribute fully to the betterment of the Commonwealth. To that end O.W.E will deliver effective programs that will contribute to sustaining a diverse, highly functional, and effective workforce.

Who We Are – O.W.E



What We Do – O.W.E



➤ Financial Support

O.W.E's Financial Support provides innovative, responsive, fair, and consistent financial wellness services to state employees. Direction and support to developing and improving employee relationships. Financial Support engages in enhancing and expanding the financial support programs that will assist COVA to attract, hire and retain a qualified and diverse workforce that delivers essential services to the public.

➤ Health and Wellness

O.W.E's Health and Wellness provides education, best practices and effective well-being services that empower people to make informed choices for healthier living. The Office supports a series of CommonHealth programs and initiatives aimed at increasing physical activity, improving nutrition, increasing awareness to preventive services and impact of prescription drug abuse, and behavioral change.

➤ Workplace Giving

O.W.E's Workplace Giving provides state employees an opportunity to seamlessly contribute to charitable cause through various donation methods (e.g. payroll deductions, fund-raising events).

What We Do – O.W.E



➤ Equal Employment Opportunity

O.W.E's Equal Employment Opportunity service area is statutorily mandated and is responsible for the administration of a comprehensive equal employment opportunity program for executive branch state agencies.

➤ Diversity, Equity and Inclusion

O.W.E Diversity, Equity and Inclusion service area is responsible for the execution of the COVA's mission by ensuring that the Commonwealth workforce is diverse and that policies and practices support an inclusive culture, not only in a manner that complies with all applicable laws, but also provide a fair and equitable work environment for all state personnel to realize their full professional potential.

➤ Recognition & Awards –

O.W.E's Recognition & Awards administers and develops engagement and recognition programs to better manage, support and benefit the Commonwealth of Virginia most valuable assets – employees.

Who We Serve – O.W.E

- State Employees including retired State Employees
- Managers & Supervisors
- General Assembly
- State Agencies
- Colleges/Universities
- Governor's Office
- Other DRHM Offices
- HR/EEO Community
- Governor's Office
- Applicants
- Charities

Hot Topics/Initiatives – O.W.E



- ▶ Supervisor/Management's CommonHealth Campaign/Challenge
- ▶ CVC Program Enhancements
- ▶ Financial Wellness
- ▶ CommonHealth Micro-Learning Video
- ▶ Behavioral Change Health and Wellness Series
- ▶ CommonHealth Website Redesign
- ▶ Outcome based Incentive Program

Hot Topics/Initiatives – O.W.E



- ▶ EEO and D&I Paradigm Shift –
 - building the EDI team
 - building a strong infrastructure
 - revamping processes and procedures
 - building relationship and trust across the workforce
 - collaborating with the Office of Chief Diversity Officer and similar offices across state agencies
 - diminishing EEO case backlog
 - developing a comprehensive Diversity and Inclusion Strategic Plan; and
 - establishing new educational and employee outreach programs.

Measures of Success – O.W.E



- ▶ Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- ▶ Number of HR Technologies deployed that enhance effectiveness and efficiencies.
- ▶ Number of employees and managers/supervisors utilizing the O.W.E's programs.
- ▶ Number of participants in financial wellness workshops.
- ▶ Percentage reduction of default loans.
- ▶ Percentage decrease of chronic illnesses.
- ▶ Number of employees actively participating in wellness activities. and reaching desired outcomes.

Measures of Success – O.W.E



- ▶ Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- ▶ Number of HR Technologies deployed that enhance effectiveness and efficiencies.
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- ▶ Number of employees actively participating in wellness activities. and reaching desired outcomes.

Cross Collaborations – O.W.E



➤ O.W.E works closely with:

- Office of Contracts & Finance – budgets, reimbursements, purchases
- Office of Health Benefits – data analysis on health benefits programs that drive wellness programs
- Office of Workers' Compensation – Return to work and safety training
- HR Consulting Services – policy matters, talent sourcing and acquisition, career development and retention
- Communications and Public Relations – coordination on all event briefing and similar communications
- Office of Employment Dispute Resolution – administrative grievances, conflict resolution, mediation and training

Questions?



Office of Workers' Compensation (OWC)

Updated 6/11/2020

Office of Workers' Compensation Agenda

- OWC Team
- Overview of Contract
- Financial Responsibility
- Partnerships
 - Injured Worker (IW)
 - Agencies
 - MC Innovations (MCI)
 - Partners
- How we can all work together
- Technical aspects of claims handling

Office of Workers' Compensation

- State Employee Workers' Compensation Services (WCS) program
 - Established under former Code of Virginia § 2.1-526.10
 - Currently governed by § 2.2-2821 Workers' Compensation insurance plan for state employees trust fund for payment of claims
 - Program includes claims administration and cost containment services and operates through a program of self-insurance, purchased insurance or a combination of self-insurance and purchased insurance that is determined to be the most cost effective on a statewide basis.

Who are we?



Aubrey Chigwada

Director

Kitty Hughes

Program Manager

Michelle Allen

WC Disability Manager

Chad Smith

Agency Relations Representative

LaTarsha McMahand

Agency Relations Representative

Johnny Nugent

Risk Management Specialist

Zain Afzal

Program Specialist

Hot Topics/Initiatives ~ OWC



- Knowledge Transfer, Succession Planning, and Cross-training
- Organizational change, creation and development of the Agency Relations Representative Unit, and the Program Specialist position
- Loss Control Service Plans – continue the work of focused loss control consulting with agencies identified by the program's actuary as most in need to help reduce conditions influencing the agencies' workers' compensation premiums

OWC Responsibilities



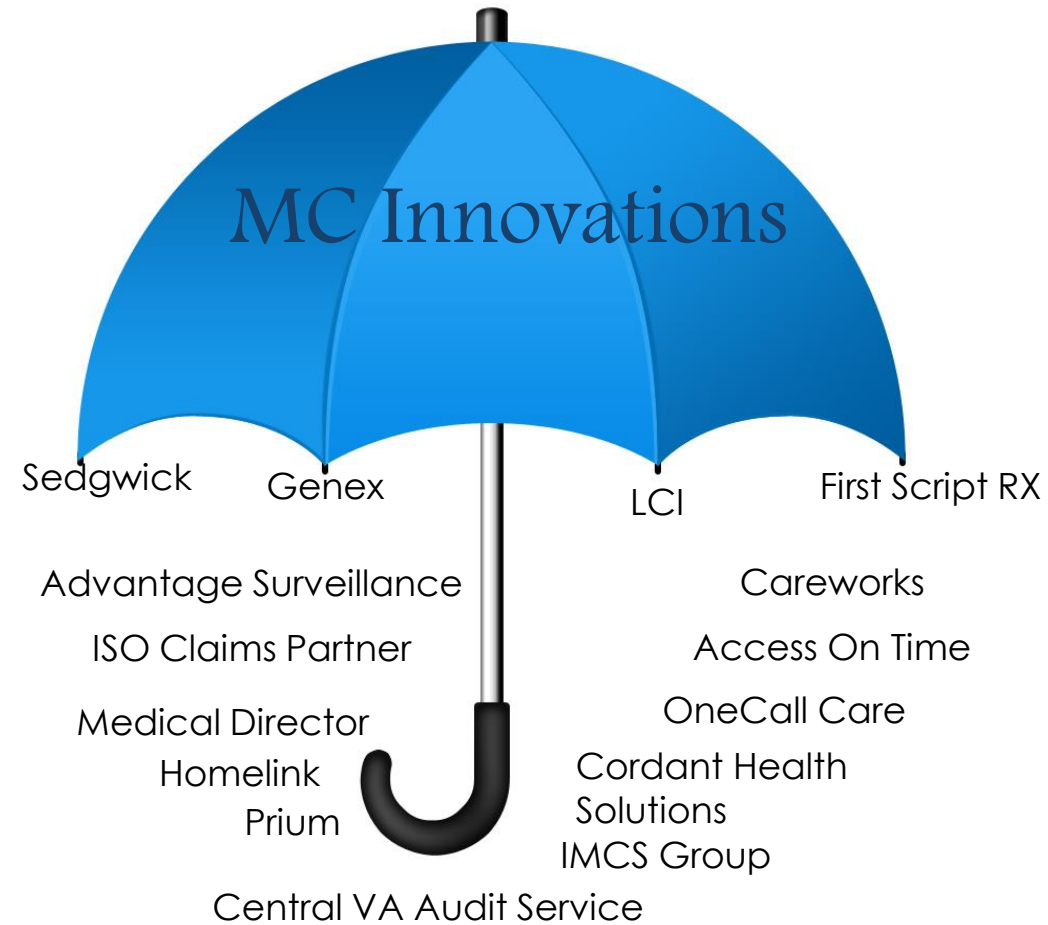
- Administer claims
- Set premiums
- Assure funding is sufficient
- Develop Cost Containment Program
- Manage the Workers' Compensation Program
- Monitor and oversee EO109(10) Workplace Safety and Health
- Manage Settlement Program

Who We Serve ~ OWC

- ▶ State agencies
- ▶ State employees with work-related injuries and illnesses
- ▶ State agency safety officers
- ▶ State employees and others seeking loss control and safety training
- ▶ General Assembly

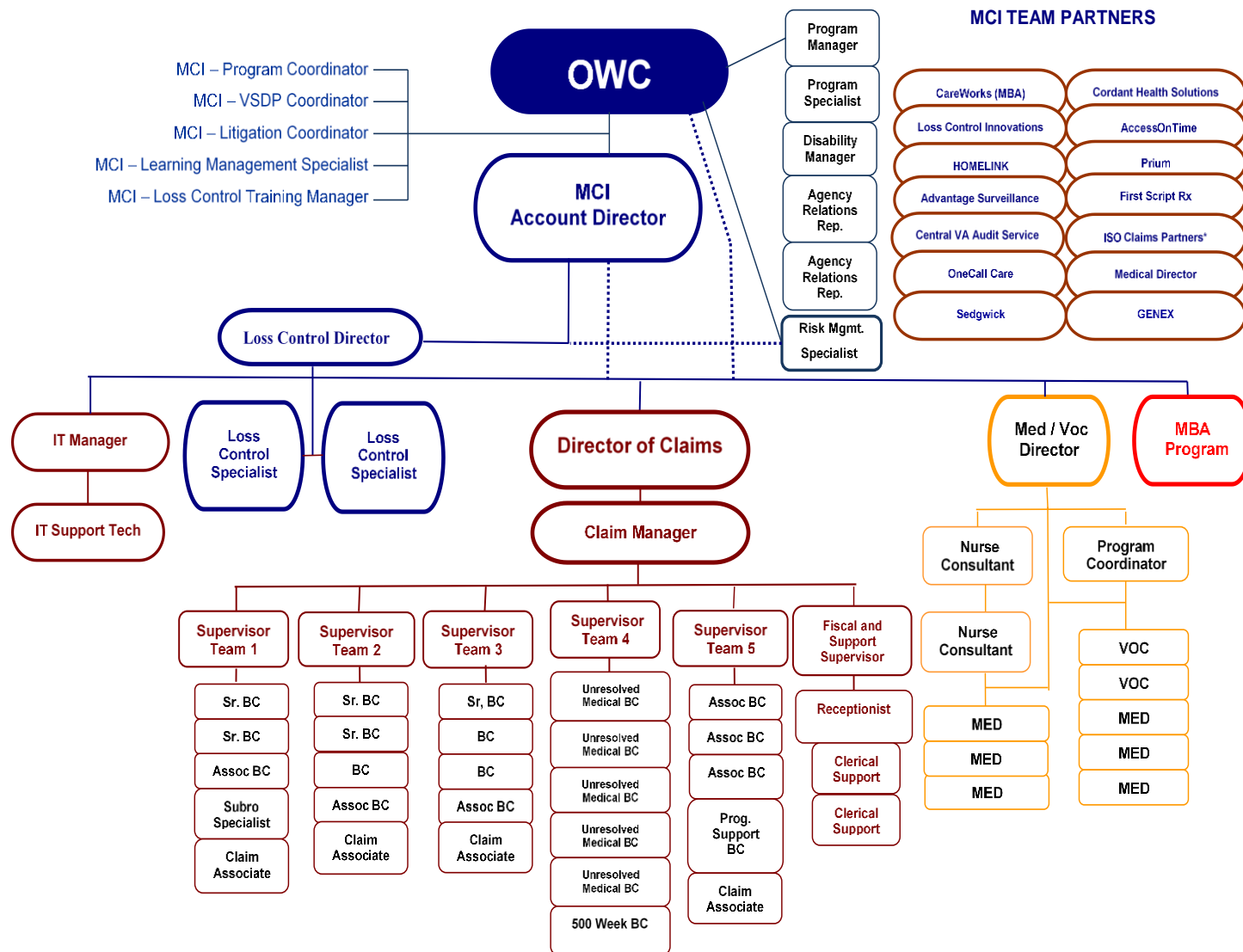
OWC

Free Photoshop PSD file download - Resolution 1280x1024 px - www.psdgraphics.com



OWC PROGRAM ORG CHART

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MCI Responsibilities

- Management of team partners
- Development of team strategies/procedures
- Coordinate program implementation
- Ongoing education & training
- Communication
- Network utilization
- Quality assurance
- Loss control
- Classification audit
- Problem solving

Cost of the Program

- 2nd highest cost program administered by DHRM
- Premiums – calculated from losses and payroll by actuary
- Costs of the program is paid by the agencies

Customer Service

- Agency Relations Representative (ARR)
 - EO 109
 - Promote partnership to drive outcomes
 - Incorporate Safety Program into overall plan
 - Encourage training of all personnel for safety culture

Safety for all Employees

- Emphasis on Safety Culture
- Training programs by loss control vendor
- Oversight by OWC Loss Control Specialist
- Online training development
- Toolbox talks – boots on the ground training

Is every accident Compensable?

- Investigating claims
- Denied/ Approved
- Nurse and Vocational Services

Who Pays the Claim?

- Who do you think pays for the IW's claim?
 - Insurance Company
 - State Budget
 - OWC
 - MCI
 - Injured Worker's state agency

ALL ABOUT RTW

- WC Claim is all about RTW
 - Treating the IW with kindness and compassion
 - Emphasis on safe and timely RTW
 - Perfecting the investigation facts
 - Handling the paperwork
 - Working with the partners
 - Efficiency reduces cost of claim
 - Supports IW employment retention

FT~FD~RTW

- ▶ Ultimate goal is Full Time Full Duty Return To Work
- ▶ The best result.....the IW returning to work and retaining employment
- ▶ Employee morale improved for all employees
- ▶ Employee retention is a significant goal

Measures of Success ~ OWC



- ▶ Our measures are designed to provide the best opportunity to return our valued state employees to gainful employment as quickly and safely as possible.
- ▶ Three key measures:
 - Customer Satisfaction Survey:
 - Agency goal: 90% or more rating the program overall as 6 or higher on a 10 point scale.
 - Return-to-Work Rate:
 - Target 88%
 - Reduction of Lost Workday Duration
 - Target: reduce duration below rolling 3-year average

Questions?

Office of Chief Information Officer

- ▶ Office of the Chief Information Officer (OCIO) provides the technological platform and architecture to assist DHRM in meeting its mission objectives.
- ▶ Core responsibilities include providing technical solutions which enable key HR functions. We deliver tools for business process automation, information security, and data management.
- ▶ We are responsible for implementing IT programs and deploying the digital resources necessary to align with DHRM mission and values. This includes all systems and infrastructure that support state-wide missions and activities.
- ▶ The COVLC supports the Commonwealth's agencies with a vehicle to provide training 24 hours a day 7 days a week that is effective, efficient and economical.

OCIO Leadership Team



Business Unit	Manager
Applications and Development	Leonard Nottingham
Systems & Operations	Bradley Paul
Data Analytics	Wei Han
Commonwealth of VA Learning Management System	Alexander Hamilton
Development & Operational Support (OHB)	Melanie Kuftic

What We Do



■ Core mission systems include:

- PMIS (Personnel Management Information System) – System of record for HR data supporting over 71,000 active salaried employees and over 9,000 wage employees
- BES (Benefits Eligibility System) – System of record for health benefits eligibility data supporting nearly 195,000 plan participants
- TAL (Time, Attendance and Leave) – System of record for time, attendance, and leave data supporting 63 agencies and over 20,000 employees
- EmployeeDirect – Systems portal that provides access to TAL, My Employee Profile, Health Benefits Direct (for employees), Commonwealth of Virginia Campaign and other state employee centric applications
- SecurePass – Systems portal that provides access to Health Benefits Direct (for Human Resource and Benefits Administrators)
- HBD (Health Benefits Direct)– Systems portal that provides access to view and manage employee health benefits, collect and manage Affordable Care Act data, and collect and manage health benefit plan configuration data for state agencies and localities
- COVLC (Commonwealth of Virginia Learning Center) – Statewide learning management system that allows agencies (as well as a number of localities) to upload content and deliver training.
- SAS Data Warehouse and Visual Analytics – Data visualization and analysis software used by DHRM to glean information and provide insights into a variety of HR and ancillary data

Who We Serve

- State agencies/localities and their employees who use DHRM's systems
- Central administrative agencies (e.g., DOA, VRS, DPB)
- DHRM Offices:
 - Human Resources Consulting Services – formerly AHRs
 - Office of Health Benefits
 - Employment Dispute Resolution
 - Office of Workers' Compensation
 - Office of Workforce Engagement
 - Office of Contracts and Finance
 - Office of Information Security

Hot Topics/Initiatives



- Cardinal ~ Like other DHRM office areas, OCIO is a key player in the migration to Cardinal. With regards to Cardinal, OCIO will be...
 - Providing system of record data from DHRM systems
 - Integrating feeds of Cardinal data into DHRM systems that will remain after the Cardinal implementation
 - Creating apps and analytics necessary to address gaps created by or not satisfied by the Cardinal implementation
- Data Center Migration ~ Migrate applications and other capabilities from the Chester Enterprise Service Center (CESC) to the new QTS Data Center
- Learning Management System ~ Procure and implement a new statewide Learning Management System that delivers consistent and reliable training platform to its users.

Hot Topics/Initiatives

- ▶ Data Analytics ~ Deliver scalable, dynamic, and optimized business analytics processing in a high performance environment
 - Customizable access to the entire analytics life cycle – from data discovery to deployment
- ▶ PC Refresh – Improving DHRM technology through modern equipment
- ▶ Adjunct Emergency Workforce~ Relaunch of the Adjunct Emergency Workforce program and online system, as per Executive Order 42, providing qualified state employees the opportunity to volunteer for job reassignment to an auxiliary workforce during a declared state of emergency

Measures of Success



- ▶ DHRM OCIO measures success through a series of customer-centric metrics. Our IT Services, Infrastructure, Personnel, and Assets provide value to our constituents consistent with the following:
 - improving customer experience
 - increasing ease of use
 - adding new digital services
 - meeting legislative mandates (e.g. cyber security and cloud)
- ▶ Improving overall Operational Efficiency is the measure of DHRM OCIO IT Investment's ability to reduce agency operational and inventory costs, or provide other financial benefits such as streamlined supply chains, higher productivity, error reductions, faster merging and digitizing of administrative processes, or an improvement in agency performance against VA DHRM productivity measures.
 - Examples of how an IT investment provides operational efficiencies are:
 - reducing ongoing operations and maintenance costs
 - reducing costs through a shared service
 - reducing costs through an enterprise application

Cross Collaborations

- Collaboration with other DHRM office areas ~ OCIO works daily with internal office areas to provide information and keep IT systems owned by these areas up and running
- Collaboration with Key External Partners:
 - DOA (Dept. of Accounts) ~ DHRM's main systems (PMIS, BES and TAL) all provide data to DOA necessary for or used in the operation of the DOA~operated state payroll system (CIPPS)
 - VRS (Virginia Retirement System) ~ DHRM's PMIS and BES system provide data to VRS necessary for or used in the operation of the state retirement systems
 - All agencies/localities and health care vendors use files that DHRM publishes to the DHRM File Repository

Questions?

Welcome to the DHRM Team!